

## Gender pay reporting

### Introduction

The gender pay gap is a measure of the difference between men's and women's average earnings across all roles within an organisation.

The gender pay gap does not measure pay inequality between men and women - so equal pay for each doing the same job or one of equal value. This has been illegal for some 45 years, and is governed by equality legislation.

The government has committed to eliminating the gender pay gap within a generation - estimated as being 30 years - and has introduced mandatory reporting for large employers to support them to understand their gender pay gap and to encourage action to close the gap.

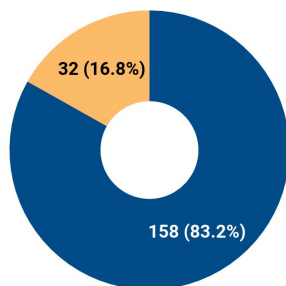
### Our data

This information reported is a snapshot of data at 5 April 2017 for Citizens Advice:

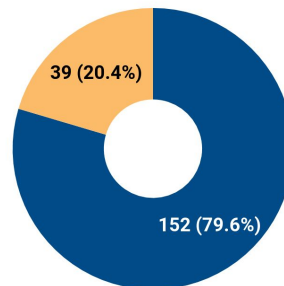
- The difference between the **mean** average of males' and females' pay as a percentage is 17.68%
- The difference between the **median** average of males' and females' pay as a percentage is 23.92%
- The proportion of male and female staff in each **quartile** of the organisation's pay structure is:

Female Male

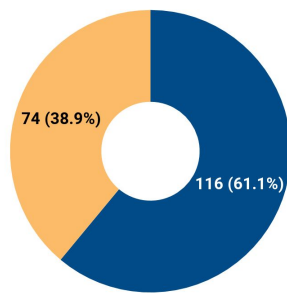
LOWER QUARTILE



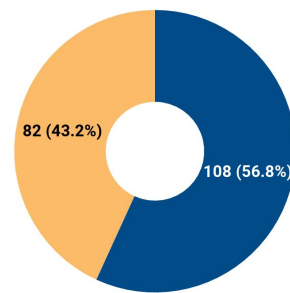
LOWER-MID QUARTILE



UPPER MID QUARTILE



UPPER QUARTILE



## Our context

We have a strong track record on being a gender inclusive employer. Our workforce comprises 71% female staff and 29% male staff.

We take pay equality seriously. We evaluate all our jobs using a dimensions-based job evaluation scheme, which ensures that the value of every role in the organisation is measured consistently and that we pay equally for work of equal value. We have great confidence that our pay scheme delivers equality.

Our recent staff survey demonstrates that people feel that their pay is fair; in fact - in terms of positive responses to this question - we rank amongst the very best in class across all sector benchmarks.

We pay beyond the living wage and the London living wage for those staff based in the capital.

We promote and very extensively enable flexible working, not least as a means of attracting the best and most diverse talent.

The gender split amongst our leadership tier is currently 54% female/46% male.

We have one service where the gender split is 86% female and 14% male. Many of the roles in that service are engaged in operational, front line delivery and administration. The management structure is lean, and the majority of roles are at the lower end (support roles and officer roles) of our pay and grading structure.

Without this service included, the **mean** gender pay gap reduces to **9.57%**, and the **median** to just **4.84%**.

## Action planning

As an organisation with a deep commitment to equality and inclusion, we will take the pay gap analysis into consideration as we develop our next equality strategy. This work will be taken forward by a steering group chaired by the Chief Executive, which will work

closely with our already well-established Equality Committee, chaired by one of our national trustees.

The analysis of the data has already helped us to understand a number of things, such as:

- We want to continue to attract and develop more women into senior leadership roles;
- We want to explore whether we can attract more women into technology roles - as it stands the gender split here is 80%/20% male to female;
- The addition of significant numbers of operational front-line delivery and administrative roles has further exaggerated the imbalance in gender in the workforce, and we want to explore how we can achieve an improved balance.

**Steve Whitehead**  
**Director of People and Equality**